

MAGAZINE

MAGAZINE

Mission Japan Covers Historic Elections



Security and International Collaboration among Cyber Issues Office's Policy Priorities

Contents

April 2013 // Issue Number 577

An aerial photograph of Rio de Janeiro, Brazil, taken from a high vantage point. The foreground is dominated by a lush, green, forested hillside. Below the hill, the city of Rio de Janeiro is visible, with its dense urban landscape and numerous buildings. In the background, the bay of Guanabara is visible, with the sun setting on the horizon, creating a warm, golden glow. The Sugarloaf Mountain (Pão de Açúcar) is prominent in the distance, its peak silhouetted against the sky. The sky is filled with dramatic, colorful clouds, ranging from deep blues to bright oranges and yellows.

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**Rio
Renaissance**
Scenic city's future
looks bright



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On the Cover

Illustration by David L. Johnston

Post One

BY ISAAC D. PACHECO

A Global Stage

The World Cup and Summer Olympics are two of sports' grandest international showcases, highlighting the skills of top-tier athletes from around the world and provide them opportunities to match their talents against those of counterparts from other nations. The events, more than mere entertainment, provide a neutral platform for countries with otherwise tense relations to set aside political and ideological differences and unite under their shared passion for the game of soccer and dozens of other sporting events.

Although sponsored by different organizations, the schedules of both quadrennial festivities currently alternate such that one event or the other is held every two years. Due to the staggering costs and logistical challenges associated with supporting such massive undertakings, it is rare for the same country to host both events in the same four-year cycle. However, the upcoming 2014 FIFA World Cup and Games of the XXXI Olympiad in 2016 are not only being held in the same country, but will also feature many of their main events in the same city.

Rio de Janeiro, Brazil, has the singular honor of hosting two of the world's largest sports spectacles and has become a hive of activity in preparation for the impending influx of international visitors. Thousands of American citizens flock to both events whenever and wherever they're held, and the fact that Rio is already among South America's most popular tourist destinations suggests that the upcoming events could draw record numbers. I know I'll be one of them.

As a Rio native (Carioca), I'm particularly excited about attending World Cup matches and Olympics events there. Though I was born in Brazil, my family moved back to the United States before my third birthday, and I have yet to return for a visit. These global sporting events provide the perfect excuse for me to rediscover my famous hometown, and



perhaps learn something about the Carioca culture that flourishes there.

This issue's Post of the Month examines the renaissance taking place in Rio, and provides a glimpse of what life is like for the Department employees who live and work at one of the most visited U.S. consulates in the Western Hemisphere (pg. 20). The article examines the post's key role in the broader United States Mission in Brazil through its support of business partnerships, development programs and collaborative events, such as the recent Rio+20 United Nations conference.

I would be remiss if I failed to at least provide a teaser for this issue's featured cover story, which highlights the Secretary's Office of the Coordinator for Cyber Issues (S/CCI). This innovative office works to advance policies that combat cybercrime, prevent conflict in cyberspace and promote a multi-stakeholder model of Internet governance. As the increasing threat of cyberterrorism has moved to the forefront of the national security discussion, S/CCI is working with the regional bureaus to develop strategies to keep cyberspace secure, so they can accomplish their missions. Check out the full story about our Office of the Month on page 30. ■

A handwritten signature in dark ink, appearing to read "Isaac D. Pacheco".



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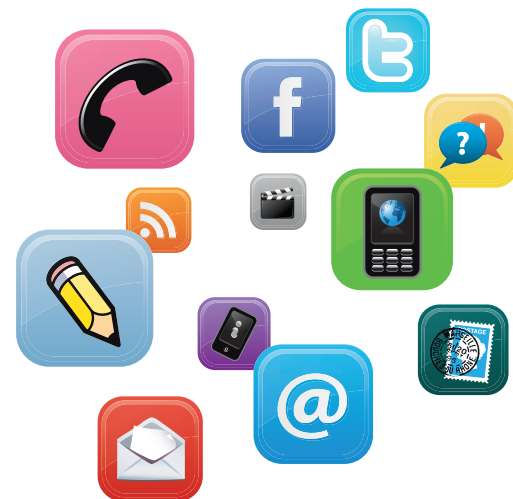


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Inbox



Thanks, Mrs. Clinton

I'd personally like to thank former Secretary of State Hillary Rodham Clinton for her efforts, putting up the good fight for all Americans. You stood the test of time and stood your ground like a strong woman soldier. You are a force to be reckoned with, and I am so proud to have served under your leadership. You have surely proven that women can be counted on to get the job done.

Esther Mayberry
WHA-CEN



Ollie Ellison

I was delighted to read the article "Rising to Challenges" about Ollie Ellison (February). I had the pleasure of working with him as a WAE in 2006-07 in the IPS Document Review Program. Ollie taught me much about the art of reading and judging cables to be declassified. We shared our academic experiences in European and

Soviet studies, and I was inspired by his recounting of the class he took under Professor Hannah Arendt. He described his very interesting experiences in Cairo and his visits to once beautiful Goma in eastern Congo during his assignment in Zaire. Despite the racial discrimination he endured during his Foreign Service career, he never let it get in the way of professional advancement and service to his country.

Bruce K. Byers
Foreign Service Officer (Ret.)
Reston, Va.



SOSA Awards

Thank you for your article (February) about the exceptional volunteer work by family members and employees abroad honored through Associates of the American Foreign Service Worldwide's (AAFSW) Secretary of State Award (SOSA). It might also interest readers to know

that this annual award is supported by ongoing donations from former Secretaries of State, including Mr. and Mrs. James Baker (Susan Baker made the original suggestion), George Schultz, Colin Powell and Henry Kissinger. The Green Family Foundation through Ambassador Stephen J. Green also contributes substantially.

Secretary Baker and his wife requested that AAFSW administer the award in perpetuity, and we have continued to expand the award program with many hours of volunteer labor from our members. AAFSW encourages all overseas readers to nominate spouses/partners or direct-hire employees for this prestigious award (sosa@aafsw.org) when nomination requests are made in the spring.

Patricia Linderman
AAFSW President
Lara Center
AAFSW SOSA Chair



Going Green-er

In keeping with the Department-wide mandate to eliminate waste and conserve natural resources, we have reduced our print distribution to overseas posts and Stateside offices by 15% since January 2012. Email us at statemagazine@state.com if you would like to add your name to the growing list of subscribers who are going green by reading *State Magazine* exclusively online at state.gov/statemag!

In the News

Embassy Luanda Works to Eradicate Polio

Angola was polio-free from 2001 until 2005, when a virus of Indian origin returned. To combat the disease, which is completely preventable through proper surveillance and vaccination, the U.S. Mission in Angola, including staff from the U.S. Agency for International Development (USAID) and the Centers for Disease Control and Prevention (CDC), along with community volunteers, have joined with the Angolan government and nongovernmental organizations to interrupt the virus's transmission through polio eradication campaigns, primarily funded by the Angolan government.

Since April 2011, expatriate volunteers, including many from the U.S. Embassy in Luanda, have participated in nine polio vaccination campaigns, vaccinating more than 20,000 children.

"As a positive result, there has been no more vaccination refusal in these areas and, for over two years, no cases of polio in Luanda," said the national coordinator of one NGO involved in the program.

Health workers train volunteers on administering the polio vaccine orally to children under 5. They're then sent into the community in pairs, going house to house to locate children who have not yet been vaccinated. Secondary school students help find the children, and volunteers canvass public spaces such as large street markets, churches or shopping areas, vaccinating children as they go. When a child is vaccinated, his or her left pinky fingernail is marked with permanent ink.

"It's an exciting time to be a part of these campaigns in Angola because the reality of worldwide eradication is now a true possibility," said Medical Officer Katherine Evanson. "As efforts continue, we could see a day in the near future when the polio virus is sitting in a vial next to the smallpox virus in a secure area at CDC."



A worker administers polio vaccine in the November 2012 campaign in Luanda.
Photo by Katherine Evanson

Mobile App Aids Recruiting Efforts

In the early days of social media, the Office of Recruitment, Examination and Employment (REE) used social media for outreach, engaging audiences about careers at the Department of State through Facebook, LinkedIn and Twitter.

To take that effort a step further, REE has introduced an app for mobile devices called "DOSCareers." The app, which supports diversity recruiting efforts, runs on iOS and Android platforms and is available through iTunes and Google Play, and via a link on the Department's careers website, careers.state.gov. According to the Pew Research Center, mobile communication is now the primary way that most minorities access the Internet.

The app, which also appeals to students and mid-career professionals, provides Foreign Service specialist and generalist career path descriptions, videos of employees in specific career tracks, FSO Test sample questions, information on the other elements of the FSO selection process and links to free study resource applications, Diplomats in Residence (DIR) and recruitment events. It also provides connections to career site forums and DIRs' Facebook pages, where potential candidates engage with Department recruiters and employees.

According to Rachel Friedland, the Department's recruitment marketing consultant, "Prospective candidates love what they can do with the app; for example, they can set calendar alerts for and get directions to recruiting events and test themselves with more than 500 questions."

Director General Linda Thomas-Greenfield said the app "is the next step in the Department's continuing quest to attract diverse individuals who reflect America's professional workforce."



EFM Promotes Community in Kyiv

When Leah Evans arrived in Kyiv, Ukraine, in 2011, her family's third posting, she had three small daughters and a son on the way. She was miserable due to the heat, sporadic elevator service in their apartment and the fact that she couldn't remember much Russian.

"I desperately wanted a community of moms to help me figure out this new country, to listen to my adjustment stories and provide playmates for my children," she recalled.

So, Evans started a page on the Shutterfly.com photo-sharing website where she could post photos and "find friends for me and for my children." Her "Kids in Kyiv" page now has approximately 150 participating families.

To get the page rolling, she collected email addresses of fellow expat families and found like-minded moms with whom she began brainstorming, publicizing the group and compiling information.

Her page, which can be found by searching for its title on Shutterfly, gives families in Kyiv a way to share information, come together for events and enjoy the city. To attract visitors to the site, she advertised on local listservs and expat newsletters, approached parents at playgrounds or the embassy and "begged people to join."

Eligible Family Member Jelena Cali reads a book to Kids in Kyiv children at a fundraiser.

Photo by Leah Evans



To help newly arrived moms and families feel at home, site participants answered newcomers' questions and organized welcome boxes of toys for newcomers' children to use while waiting for their household effects.

Soon, participants were offering activities. A librarian started a reading program, a Zumba teacher started a class and a father started a group that gives fathers a chance to bond with other dads while hanging out with kids (and give moms a break).

The Web page features a forum where visitors can post questions and share information, a classified ads section and calendar of play groups, exercise classes, summer camps, kid classes and meet-ups in the park. It also has photo contests and picture-sharing, and allows participants to become charitably involved. On Evans' own page, called "Kik Cares," she shares information about helping local orphanages; the page led to a program of celebrity book readings for the children. At Christmas, participants collected more than 40 gift bags for an orphanage.

Others at post have since created their own pages on exercise classes, reading groups and welcome programs for newcomers.

Fellowship Renamed for Former Secretary Eagleburger

At a reception at DACOR-Bacon House, the Executive Council on Diplomacy's Corporate Placement Program Fellowship was renamed to honor former Secretary of State Lawrence S. Eagleburger. The event, hosted by the council's president, Solveig Spielmann, and DACOR President Ambassador Paul Cleveland, was attended by colleagues and friends of Eagleburger and other dignitaries, including Brent Scowcroft, Under Secretaries of State Robert Hormats and Patrick Kennedy, and Eagleburger's son, Lawrence Andrew Eagleburger.

Mark Biedlingmaier, who held the fellowship during a year spent at Dupont-Nemours in 2007-2008, said it offers the opportunity to use Foreign Service skills, explore a new professional environment and model one's career in the image of Eagleburger, a historic and inspirational figure who died in June 2011 after a 27-year government career.

The Executive Council on Diplomacy (ECD) is a forum composed of U.S. corporations that provides foreign diplomats and American executives opportunities to share ideas and foster understanding of their countries' institutions, policies and cultures. The council partners with the Department of State to train Foreign Service and Civil Service staff through the Eagleburger Fellowship. During the fellowship, Department employees spend a year at a major firm that seeks to benefit from their expertise in the interaction of business and government. Participants gain knowledge of U.S. business operations and offer the firms a better understanding of governmental programs and operations.

This year's fellow, economics officer Lane Darnell Bahl, works for the global insurer ACE Group, gaining expertise on financial services delivery to those without a credit card or bank account. As consultant to one of the firm's vice presidents, Bahl is helping define a new line of micro insurance policies available via mobile technologies.



Under Secretary Robert Hormats announces the Eagleburger Fellowship at DACOR-Bacon House.

Photo by Executive Council on Diplomacy

"My hands-on experience at ACE can serve as an anchor in building meaningful public-private partnerships in future assignments," she said. The FSO selected for the 2013-2014 fellowship, Joe Callahan, serves in the Bureau of Western Hemisphere Affairs.

Employees interested in the fellowship can visit the ECD website, DiplomacyCouncil.org, examine the Department's long-term training booklet on the intranet, or go to www.hr.state.gov/training. ■

Direct from the D.G.

LINDA THOMAS-GREENFIELD
DIRECTOR GENERAL

A One-Year Retrospective

A year ago, I departed the U.S. Embassy in Monrovia to become Director General of the Foreign Service and Director of Human Resources, overseeing the nearly 70,000 employees. My goal as DG has been to strengthen the capacity of our entire workforce—Foreign Service, Civil Service, Locally Employed (LE) Staff, Eligible Family Members and Re-employed Annuitants to advance U.S. interests overseas.

As I reflect on the accomplishments of my dedicated colleagues in the Bureau of Human Resources and the challenges ahead, I am optimistic about the path we are on. Because of their valuable contributions during my time as DG, we have been able to –

- Recruit incredibly talented men and women, including six Foreign Service Officer classes and four Foreign Service Specialist classes;
- Support the Economic Statecraft initiative—and boost the American tourism sector—by bringing in 44 consular adjudicators through Limited Non-Career Appointments to speed up visa processing in China and Brazil;
- Further QDDR and Economic Statecraft goals by doing a comprehensive analysis of economic positions and related competencies, and linking those to hiring, promoting and training objectives;
- Implement the Overseas Development Program, creating opportunities for Civil Service employees to serve overseas;
- Revamp the Civil Service-to-Foreign Service and Foreign Service Specialist-to-Generalist conversion process;
- Increase the number of professional positions for family members under the Expanded Professional Associates Program;
- Develop programs to help maximize the skills of our LE Staff;
- Improve support to LGBT employees and their family members;
- Process a record number of retirements;
- Open the HR Service Center in Charleston, which has resolved more than 60,000 inquiries; and
- Expand Telework and the Work-Life Balance Programs.



That's a lot, but it isn't even close to everything they have done this year. We have an awesome team of HR professionals, and I am extremely proud to serve with them. Their good work and yours helped make possible a major achievement in December, when the Department was ranked number three by the 2012 Best Places to Work in the Federal Government survey, among the five best U.S. agencies to work for.

As we move forward, HR's number-one priority remains strengthening American diplomacy through our commitment to all Department personnel. We want to recruit, develop and retain a diverse, skilled and innovative workforce, and provide a flexible work environment in which all employees can contribute their best. In doing all that, we are focusing on three core values: service, leadership and diversity.

Service is a key value of the bureau. Our goal is to provide excellent HR services that enable our employees to meet our foreign policy priorities.

Leadership is a priority. HR is committed to leading with integrity, fairness and transparency. We also will hold all Department supervisors to the highest standards of leadership and accountability, because they are responsible for managing and developing our most important resource—our people. ■

Linda Thomas-Greenfield

Diversity Notes

JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS

Managing Up for Diversity and Success

I have held leadership posts in higher education, state government and five cabinet-level agencies. Through time—a lot of it—I have noticed the things that disrupt an office's normal function: lack of funds, lack of talent and lack of understanding between a supervisor and the staff. If the first two are left unresolved, organizations can still thrive. However, our experience in the Office of Civil Rights (S/OCR) is that conflicts between the manager and the managed, if left unaddressed, have a high likelihood to mutate into Equal Employment Opportunity (EEO) complaints. Employees can prevent this, add sanity to their work life and enhance chances for promotion by “managing up.”

Several of my earlier columns addressed the role of managers in preventing and resolving conflict, but this column refers to employees' responsibility to manage their supervisors—gently.

You may say, “But my supervisor is the most irresponsible, disrespectful, inconsiderate person I have ever met! How and why should I try to manage him/her?” Here are a few reasons:

- It will make your life easier when you develop the skills to manage the fluidity of the work that passes between you and your supervisor;
- This supervisor will likely not be the only or last supervisor you will have during your career; and
- These skills also work well with parents, spouses, elderly aunts or uncles,

and even children who think they know better than you do.

Here are a few quick tips for managing up. Also, take a look at *Emotional Intelligence at Work* by Hendrie Weisinger or take the “Managing Up” class, RP278, at the Foreign Service Institute.

- Be frank (but respectful) about your frustration, confusion, or perceived lack of guidance from your supervisor. Supervisors often manage multiple people and may miss the cues that indicate a brewing misunderstanding. Take, for example, poor feedback received from the boss on a paper or project that seemed to be going the right direction. Set up a time to talk about the feedback and use such phrases as, “I received your input on the paper about _____ and I am confused about the instructions. I was under the impression that you wanted _____. Is that correct?” Open dialogue like this clarifies misunderstandings, helps the employee learn what the boss is looking for and shows the boss how the employee processes information.

- Always propose solutions to problems, whether it's a new direction for a paper or team-building activities to boost office communication. Supervisors already face plenty of problems where the answers are not apparent, so offering one or more solutions will distinguish you as a problem-solver, not just a problem-identifier.



- Listen to the boss's perspective.

In addition to balancing the needs of their employees, the boss must guide the team's policy direction and ensure adequate funding, among other concerns. It is important that employees ask for and listen to the boss's reasons for making certain decisions. By listening, employees gain a broader view of the challenges and how to navigate them, skills that enhance the opportunity to become more successful at work.

Trying one or two of these suggestions will create a path to more fluid communication between staff and supervisor, and a more productive work environment.

If the conflict persists, the Office of the Ombudsman is there to help employees navigate non-EEO workplace issues. The Office of Civil Rights is also always available if the issue suggests discriminatory origins.

What do you want to see in Diversity Notes? Email your ideas to diversity@state.gov. ■

A handwritten signature in black ink that reads "John M. Robinson".

Save the Sloths!

Volunteers Feed, Relocate Endangered Mammals

By Natalie K. McClure, political and economic assistant, and Dena Brownlow, political and economic chief, U.S. Embassy in Paramaribo

The South American nation of Suriname holds some of the most pristine tropical rainforest on Earth, sustaining a rich diversity of creatures, including the jaguar, poison dart frog, giant river otter and three-toed sloth.

Slow and ungainly on the ground, sloths are in their element in the trees. In fact, they perform nearly every task in the jungle canopy, only moving to the ground approximately once a week. This makes them vulnerable to treetop predators such as jaguars and anacondas, and puts them at

particular risk when development pushes them onto increasingly smaller parcels of jungle landscape known as “jungle islands,” which is happening constantly in and around the nation’s capital city, Paramaribo.

The Green Heritage Fund Suriname (GHFS), a nongovernmental organization protecting Suriname’s wildlife and biodiversity, is at the forefront of sloth protection, having undertaken a massive effort to rehabilitate and relocate 200 homeless sloths. Its director, Monique Pool,

has promoted environmental awareness, education and conservation.

A local developer who knew of Pool’s work asked in October if Pool would come and pick up the sloths that came out of trees he tore down to make way for a housing development. She expected she’d relocate no more than 20 sloths to a small seven-hectare jungle island on the edge of the capital city, but the actual number turned into dozens and then hundreds, as the project’s clear-cutting continued.



Rochelle Otis feeds goat's milk to a baby sloth.

Photo by Natalie Ferguson

Days later, Pool and her group had been “slothified,” as she put it—overwhelmed by dozens of sloths in the makeshift animal shelter in her living room. In need of assistance, she called Peggy McKean, Deputy Chief of Mission at the U.S. Embassy in Paramaribo to ask for volunteers to gather, feed and relocate the growing herd.

About half the embassy community answered the call, including some of the youngest family members, visiting relatives and employees on temporary duty.

Community Liaison Officer Jami Wardle became the embassy’s “sloth boss” and coordinated rescue teams that went into the area being clear-cut, accompanied by a local game warden, to examine each falling tree for a hanging sloth. The site’s excavator waited while volunteers walked through the bush, sweating profusely in long-sleeved shirts, jeans and the knee-length boots needed to protect them against other critters.

“I could be in big trouble if I slipped,” one of the volunteers said, looking at the long drop to the ground while picking up a disoriented baby sloth in a tree. After disentangling the sloths, volunteers corralled them in pillow cases with breathing holes.

Volunteers learned that sloths are stronger and more tenacious than they appear. More than a few received deep scratches from the sloths’ long claws while wrenching them free from the branches they clung to for safety.

Whole families volunteered for the rescue effort, including Wardle’s three teenage daughters. “I have become a lover of sloths,” said one. “It is still kind of unbelievable to me that I climbed up into a tree to rescue one.”

For two weeks, volunteers brought sloths from the island being clear-cut to Pool’s house, where volunteers checked, weighed and photographed them, and took blood samples for future genetic studies. While most of the sloths, including all of the healthy ones, were released into a pristine environment elsewhere within a day or two of arrival, some needed to be fed, and this presented a challenge. A three-toed sloth will eat only the leaves it knows from the first two weeks of life, so finding the right leaves is critical to keeping a sloth healthy in captivity (a reason few sloths are in zoos). And the sick and young sloths needed special care from GHFS. So teams of volunteers fed up to 12 motherless babies with droppers of powdered milk, a twice-daily, two-hour process that lasted three months. (Without sustenance, the sloths would not grow big enough to return to the wild.) As powdered goat’s milk isn’t available in Suriname, Regional Consular Officer Sharon Umber brought a supply from the United States.

Embassy volunteers as young as 7 years old took shifts delicately feeding the babies and tending to the older sloths. Since the sloths’ jungle island home was lost to them, volunteers drove up to an hour into the jungle each day to find bush papaya leaves, which all of the sloths could eat. Eligible Family Member Norm Hales returned from one expedition for fresh leaves covered in tiny ants that live on them; he went running for a hose as soon as he jumped out of the car. Fellow volunteers, laughing, grabbed the leaves and strung them in bunches in the large outdoor cages and on an iron grate in Monique’s living room, just in reach of the curious and hungry sloths.

Office Management Specialist Monica Hales said she never imagined she’d be able to play a role in the sloths’ survival. “They are so curious, and it’s fun to watch them try to focus on things with an outstretched arm,” she said. “Sometimes I’ll be feeding a baby while an adult female tries to climb up my leg.”

Besides feeding the sloths, the volunteers and GHFS were also challenged over where to release them. They needed a place where the sloths could find food, water and protection from predators and further habitat disturbances. Pool contacted an ecotourism resort along the Suriname River about two hours by car from the capital that owned a large tract of uninhabited forest—perfect sloth habitat.

One weekend when 19 sloths were released into their new home, Ambassador Jay Anania and his family assisted GHFS. Nature guides at the resort continue to monitor the sloths for GHFS.



Ambassador Anania helps load a crate holding a sloth into a wooden canoe for the trip to where the sloth will be released. Photo by Monique Pool; Top: A young sloth hangs out at the GHFS facility. Photo by Natalie Ferguson

Underweight baby sloths and other rescued animals are still being fed by volunteers, and Paramaribo’s American community continues to be involved in these activities. Video of GHF’s work can be viewed at www.youtube.com/user/GreenHeritageFund. ■



Jackie Brock inspects the paper shack where the embassy stores its paper for recycling.
Photo by Travis Guymon

Green Teaming

Posts' Environmentalists Aid Communities

By Jackie Brock, community liaison office coordinator, U.S. Embassy in Kinshasa,
and Sizani Weza, information specialist, U.S. Embassy in Harare

In 2012, 21,451 pounds of paper were collected from the U.S. Embassy in Kinshasa, Democratic Republic of the Congo. Since recycling a ton of paper saves 17 mature trees, the embassy's Kinshasa Green Initiative (KGI) has helped save 182 trees.

Meanwhile at the U.S. Embassy in Harare, Zimbabwe, action by the post's Green Team led the embassy to donate a garbage bin to the city to help keep a park clean. Green Teams are groups at various posts that promote the reduction, reuse and recycling of waste and other environmental practices at the embassy and in host communities.

In Kinshasa, the Green Team runs the

KGI, which focuses on education, awareness and recycling. The team ensures that new arrivals at post understand environmental initiatives and green practices. For instance, the welcome kit has information on reducing energy consumption in government housing by turning off electricity converters when not in use. The KGI also worked with the post's information resource management unit to install software to power down embassy computers after a time. These measures cut electricity and appliance maintenance costs.

The Kinshasa Green Team also nominated a member of a Congolese NGO who works with local street children for the Femme de Courage (Woman of Courage)

award. Nominee Sulia Jeannette Bosingiz always emphasizes recycling, the team said, and has inspired members of the post's maintenance staff to join the Green Team. (More information on her is available at http://kinshasa.usembassy.gov/highlight_english_04052012.html)

The Green Team's "green events" include an Earth Day recycling drive and a monthly farmer's market. The team also visited the Congo-American Language Institute to discuss conservation, inspiring the students to start their own green team, and in 2012 held a chili cook-off where the team's educational materials were displayed and families talked about the environment.



Above: Members of Embassy Kinshasa's Green Team include, from left, Conor Politz, Travis Guymon, Jackie Brock, Trina Schroeder, Paula Walker, Katrina Garza, Pam Schmoll, Celstine Sona Kananga, Sofia de la Torre and Emily Macguire. *Photo by Larissa Diakanua; Right: The Green Team's bags are made from local fabrics, with recycled flour sacks as the lining. Photo by Jackie Brock*

To cut the amount of plastic bags used by embassy staff, the team commissioned a local organization that helps single mothers, a group of local artisans with handicaps and local employee Kiala Bakozolele to make reusable shopping bags from recycled canvas flour sacks and the colorful Dutch Wax print fabrics popular in the country. The bags have become common around Kinshasa.

"In a country that lacks the ability to provide a formal recycling program at a national level, it is important to me that we at the embassy do our part," said Green Team member Trina Schroeder. "Green Team Kinshasa inspires me to do my best every day to reduce, reuse and recycle through their events, ideas and tips in the embassy newsletter."

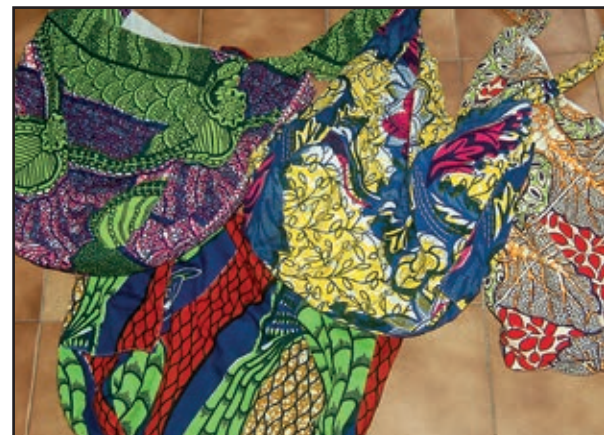
The post's Green Team has also invited a group of local HIV-positive women to sell their wares at embassy events. The women's decorative pieces include mirrors with painted papier-mâché frames made from recycled newspaper, trivets and coasters made from recycled bottle caps and fabric, and jewelry and mobiles made of recycled items. The team commissioned the group to make from recycled materials colorful, two-year calendars to be given to newly arrived families. The calendars feature greening tips and recycling information, plus emergency phone numbers and business hours for the gas station and cashier.

Embassy Kinshasa's recycling program collects paper, cardboard, plastic and printer cartridges, with the cardboard boxes being used locally to make new boxes and the paper remade into toilet paper. As an incentive, the local maintenance staff gets to keep or sell the toilet paper.

In Harare, the U.S. Embassy in February donated a garbage bin in a ceremony at Harare Gardens park featuring Ambassador Bruce Wharton, Green Team members, the city's mayor and environmentalists. The mayor encouraged international organizations and diplomatic missions to emulate the gesture.

"We all have an obligation...If everyone did his little bit this place would be totally different," the mayor said.

The donation is part of an 18-month Green Team campaign of environmentalism at the embassy and in the surrounding area. The team includes American and Zimbabwean volunteers and is led by Office Management Specialist Sanya Hunsucker.



Hunsucker recently organized a group of foreign diplomatic personal assistants that plans to place more bins around Harare Gardens. When asked at a community cleanup why non-Zimbabweans like her were picking up trash, she said, "Because I care and what I do here has an impact on the entire world."

The team also holds composting classes for the gardeners of embassy staff and recycles shredded paper, soda cans, magazines and plastic bottles. The recycled paper is used for making booklets, cards and paper, and the recycled magazines are made into jewelry. The recycling has resulted in a smaller ecological footprint and reduced energy costs at the embassy. ■

AIR MAIL



Classified diplomatic pouches at the Manama Regional Diplomatic Courier Hub in Bahrain await shipment to the U.S. Embassy in Sana'a, Yemen.
Photo by Kevin Casey

POSTCARDS... PART II

Diplomatic Couriers Report from the Field

Compiled by Kevin Casey,
public affairs specialist,
Bureau of Diplomatic Security

State Magazine's March issue carried three brief stories from the nearly 100 diplomatic couriers who spent 77,937 hours on the road in 2012 ensuring the secure transport of more than 11.3 million pounds of classified diplomatic pouch materials by air, sea and land. This issue presents three more tales from diplomatic couriers as they ensure the secure movement of classified U.S. government material around the globe, and protect the pouch no matter the circumstances.

ENGINE FAILURE OVER THE PACIFIC

By Clark Hatch, Narita, Japan

I had just graduated from diplomatic courier class and was still doing training flights when one of our aircraft's engines failed over the North Pacific Ocean.

I would not be the first U.S. diplomatic courier to die in a plane crash. Since 1943, six couriers have been lost in the line of duty. In 2000, a heartbroken courier escort named Mohammed had to identify his fallen colleague Seth Foti on a beach in Bahrain. Then Mohammed fished classified diplomatic pouches out of the Persian Gulf. There was nothing more he could do for his friend, and the integrity of the pouches had to be maintained.

In my case, aboard an Asiana Airlines cargo flight, the crew said we were returning to Narita International Airport near Tokyo. My training mentor, Diplomatic Courier Jeffrey Duncan, assured me that the aircraft was fine flying on its three remaining engines. The real problem was keeping our 8,000 kilograms of classified diplomatic pouches secure and getting them back on their way to the United States as soon as possible.

Every week, couriers bring pouches from the Washington, D.C., area to Seoul for distribution to U.S. missions in Asia. In Seoul, they pick up pouches from the Asian region and bring them back to Washington.

It does not get more routine, but in the Courier Basic Course I was warned that a "routine" mission could turn into a nightmare without warning. Instructors bombarded us with real-life scenarios from past missions that were daunting and puzzling, and had no perfect solutions. Yet the integrity of the diplomatic pouch could never be compromised.

Now I was on one of those no-longer-routine missions. At Narita, the airline said the engine had to be replaced, which could take two days, and there were no other Asiana cargo flights going to the United States or even back to Korea. We informed our desk officer at the Washington Regional Diplomatic Courier Division in Springfield, Va., and hunkered down. Our pouches were secure behind those closed cargo doors, but we weren't taking our eyes off that plane.

That night, with the aircraft in a repair hanger, we maintained our vigil. The airline's cargo manager even arranged for Jeff and me to take turns sleeping at a local hotel. In the morning, the airline's mechanics were so impressed with how seriously we took our mission that they asked permission to approach the plane to check the landing gear.

The replacement engine was installed by midnight, but quiet hours at the airport prevented our takeoff until 8:30 a.m. We spent another night in the hangar staring at the plane.

By the time we landed in Virginia and signed the pouches over to other Diplomatic Security personnel, nearly 60 hours had passed since takeoff in Korea.

Diplomatic Courier Clark Hatch watches the sealed cargo hold containing classified diplomatic pouches as an Asiana Airlines cargo plane receives a new engine at Narita Airport in July.

Photo by Jeffrey Duncan



OVERLAND TO MOSCOW

By James Dasney, Moscow

At one point in my career, another courier and I oversaw a convoy of trucks traveling across the frigid Russian plain on the road to Moscow with construction material for the building of a seven-story office annex at the U.S. Embassy in Moscow.

Believe it or not, construction material sometimes requires the same personal attention that couriers provide to diplomatic correspondence in transit.

An inspection had revealed suspect cables and other components embedded deep within the prefabricated beams and columns of a previous office building under construction at Embassy Moscow. Fearing construction material could be used in a bugging network, the Department ordered that, henceforth, there'd be a "secure chain of custody" for construction material destined for controlled-access areas within U.S. diplomatic missions.

Thus, for about 12 months, Diplomatic Courier Benjamin Peeters and I oversaw the overland transit of more than 100,000 kilograms of construction material from Helsinki to Moscow. We met a container ship in Finland and monitored the cargo as it was loaded onto tractor-trailers for the 600-mile overland journey to Moscow. Our paperwork included the license number of each truck and trailer, the amount of cargo on each truck, its weight and value.

We were tasked with quick turnarounds, but were also sensitive to international transportations rules, including restrictions on the number of hours a driver may work before resting. On the overnights, Ben and I continuously patrolled the vehicles as the Finnish drivers slept in their trucks.

Our fluency in Russian served us well. By establishing rapport with Russian customs officers, Ben and I were able to get all of the proper stamps on our various documents in a timely manner, eliminating hours of waiting. Still, it was often a 60-hour round trip, with only the luxury of a nap in one of the vehicles and a shower in the embassy gym at the turnaround.

Ben and I led more than a dozen of these missions in 2011 and 2012, often in temperatures well below freezing. We loved being in the field, interacting with foreign contacts, learning their concerns, explaining U.S. procedures and creating a positive image of America. I look back on it now as a blur of activity flavored with endless servings of Georgian satsivi, a staple sauce of winter holiday feasts.



CONTAINER SHIP ESCORT

By Tim French, Frankfurt am Main, Germany

In early-1950s black-and-white Hollywood movies, diplomatic couriers led a lonely and precarious existence. For example, in 1952's "Diplomatic Courier," Tyrone Power carried intelligence about the Soviet Union's secret plans to invade Yugoslavia. In 1954, Cesar Romero portrayed courier Steve McQuinn in the television series "Passport to Danger."

It was the era when British secret agent James Bond first appeared, in the 1953 novel "Casino Royale," but 60 years later, as Bond continues to thrill audiences, couriers seem to have faded from the public imagination.

As it happens, couriers continue to travel to exotic lands, and their lives are still exciting, challenging and fascinating. We are generally the last to board and the first to deplane, and usually are met on the tarmac by embassy representatives or official vehicles, sometimes with a police escort.

Our days can be filled with surprise and suspense or new experiences. For example, in November 2012, I was on the upper deck of the massive Sealand Eagle container ship in Norfolk, Va., shaking hands with its skipper. He gave me a tour of the ship and showed me to my stateroom. At midnight, we set out across the North Atlantic for Rotterdam, the diplomatic pouches well secured in a 40-foot container far below the main deck. I spent the eight-day voyage compulsively checking them anyway.

The crew speculated endlessly about the contents of my container, and I did not have the heart to tell them that I didn't know, either. The pouches were going by ship to economize and because it's more efficient to move less urgent classified pouches to Europe that way. One shipboard container carries twice the weight of a commercial air mission at half the price.

When the Sealand Eagle arrived in Rotterdam on Nov. 27, 2012,

I was greeted dockside by Director of the Diplomatic Courier Service Dan Power, who'd flown from our headquarters in Virginia to observe this inaugural container-ship mission. The container was offloaded and placed on a truck, and we were rolling within an hour. By day's end, the pouches were safely in a vault at the Frankfurt Regional Diplomatic Courier Division.

Alas, that mission, while pleasant and important, is not likely to generate the plot of a James Bond movie. ■

Left: Crew members unload diplomatic pouches from a cargo flight. *Photo by Ben Peeters; Above:* Diplomatic Courier Service Director Dan Power, left, and Frankfurt Regional Diplomatic Courier Division Desk Officer Chris Griffin, right, greet Diplomatic Courier Tim French at the Port of Rotterdam, the Netherlands, in November. At rear is the container French escorted from Norfolk, Va. *Department of State photo*





Mentoring Milestone

Looking Back on Decade of Growth, Service

By Sue Beffel, HR specialist, Civil Service Human Resource Development

The Department's Civil Service Mentoring program graduated its 10th class in February. In one decade, it has grown from a pilot test to one of the largest federal employee-mentoring programs.

When we launched the program in 2002, I was told by some that then-Director General Ambassador Ruth Davis wanted mentoring to succeed. Others, though, said the Department had tried it before and found mentoring doesn't work here. Today, the DG still supports mentoring, and I haven't heard the "doesn't work" argument in years.

Civil Service Mentoring is a joint Department of State/USAID program in which domestic Civil Service mentees up to GS-15 from all bureaus are mentored by domestic Civil Service or Foreign Service personnel.

Looking back on the program's past decade from the perspective of one who is leaving it shortly for retirement, I've concluded its success has been due to strong supporters, a good design and online tools, and helpful volunteers. The program's supporters included Ambassador Davis, who approved the 2002 pilot test, and my supervisor at the time, Paul Lawrence, head of Civil Service Career Development, who told me to make mentoring my top priority.

The deputy assistant secretary for Human Resources at the time, Dr. Ruth Whiteside, was also supportive—but she wanted deliverables.

Despite obstacles such as an online application that was unfamiliar to users, unavailable classrooms and supervisors who were leery about allowing employees to join, we celebrated our first graduation in the Ben Franklin Room, and Dr. Whiteside gave me a hug. We had delivered.

Another of our early champions was Under Secretary for Management Henrietta Fore, who often said, "Everyone should be a mentor and have a mentor," and launched her own mentoring initiative. Our team responded to Fore's challenge by creating Situational Mentoring, which is open to all, without any schedule, training or reporting requirements. The formal and informal mentoring programs now total more than 700 mentors and nearly 1,000 participants.

Other supporters include current Under Secretary for Management Patrick M. Kennedy, who annually addresses mentoring kick-offs and graduations, and Deputy Assistant Secretary for Human Resources Linda Taglialatela, who speaks at events and has had many formal and informal mentees.



The program was well thought out by Laura Sells and her mentoring committee, who spent a year collaborating with all bureaus and crafting language to respond to every question. Few changes have been needed since. (More information is in the Mentoring Guide on the intranet.)

The flexibility of the design allowed the program to team with USAID in 2006 to expand the mentoring options and let us develop Situational Mentoring and set up a separate LE Staff Situational Mentoring list.

Mentoring's Internet tools were a vital part of the program's success. They let it expand from 48 participants to more than 1,000 formal and situational participants without adding additional staff. Mentoring websites for both the Department and USAID provide numerous resources, sign-up information, guides for supervisors, links to webinars and more. The Department's site is <http://intranet.hr.state.sbu/Workforce/Development/Pages/h/Mentoring.aspx>

FSI and the Career Development Resource Center (CDRC) have also been resources. FSI designed and taught our one-day orientation, and now offers 8-10 mentoring classes each May. The instructors also serve as mentors. CDRC counselors conduct mentoring workshops on networking and "30-second commercials," which like "elevator speeches" allow employees to summarize their talents for chance encounters, interviews, presentations and social media. The Mentoring office also refers mentees and mentors to the center for guidance on resume building and interviewing.

The Office of Civil Rights has also helped the mentoring program by connecting it with affinity groups for recruiting. The Office of Overseas Employment sponsored conferences that led to LE Staff

Situational Mentoring, and Consular Affairs and other bureaus have incorporated mentoring in their leadership programs.

A final factor in Mentoring's success has been the great mentors and mentees themselves, all positive, goal-oriented employees who want to meet with colleagues for their mutual benefit.

And Mentoring has benefited them. Former mentee Carolyn Dudley said that, after working as a contract employee for 10 years, she was hired in 2001 as a GS-7, hoping to reach GS-12 but needing a plan and guidance. She enrolled in the mentoring program and her mentor, Alex Allen, helped her map a career path and encouraged her to develop an Individual Development Plan. When the program ended, they stayed in contact and became friends.

Dudley said her mentor introduced her to facets of the federal government she'd not known about and surrounded her with professionals not enrolled in the program for support, including the late Mac Sadoras and Dr. Jacqueline Alford, among others.

"He is one my heroes here at the Department of State," she said. "Thanks to [these mentors] I am a GS-12 budget analyst for the Bureau of Diplomatic Security."

Mentee Laura Miller doubted she'd still be with the Department if it were not for the mentoring program.

"Reflecting on where I was 10 years ago, I'm heavily indebted to [mentor] Tyrone Shelton, who invested a lot of time and patience in seeing me through the mentoring program and the Executive Leadership Program—simultaneously no less."

She said Shelton helped her realize she had a future with the Department, and another mentor, Jonathan Rolbin, still keeps in touch and always gives good advice.

Kathy Wentworth Drahosz, left, founder and CEO of the Training Connection, presents retiring Mentoring Coordinator Sue Beffel with an award for running the Department's mentoring program.

Photo by Mark Stewart

Miller, in turn, has herself become a formal mentor four times, while also informally mentoring younger peers. "The experience and rewards of mentoring others have also kept me at the Department," she said, because she's skeptical she'd "find the same emotional rewards and mentoring culture elsewhere."

Among those Miller mentored, one employee is now in management in Passport Services, and two are in jobs more closely matching their goals, she said. Her most recent mentee, she continued, "is now better equipped to succeed in her current job and to understand the culture of the Department."

As for her original mentor, Shelton, he has been a formal mentor five times and a situational mentor twice. "I always try to make myself available whenever anyone asks, even when not a registered mentor," he said.

In his formal mentoring, he said all four of his Passport Services mentees made it into management ranks within 18 months of completing the mentoring program. The program helps Passport Services identify talented people who are ready to assume greater responsibility, he said.

Of all the program's success factors, the most important have been its good mentors and mentees, and all those who support them.



Making Use of Civil Service Mentoring

Civil Service Mentoring is a joint Department of State/USAID program in which domestic Civil Service mentees up to GS-15 from all bureaus are mentored by domestic Civil Service or Foreign Service personnel.

The formal Civil Service Mentoring program is seeking mentors through the middle of April. To apply, complete a profile and application on the Mentoring Connection intranet site, mentoringconnection.com. (Click on "Not a Member Yet?" and enter Group ID: STATE-USAID.)

Employees can use the same process to sign up as a Situational Mentor. To find a Situational Mentor, no application is needed. Just go to the Mentoring website

on I-Net and click Situational Mentoring to find a list of informal mentors.

Responses to application questions should be brief, except for the Career Profile question, which should be a paragraph or two since it helps create the best mentoring match. Next, a prospective mentee should discuss the program with his/her supervisor and, if employed by a Passport Agency or other office outside Washington, D.C., gain both supervisor and bureau approval, due to travel costs for D.C. training and other considerations. Consular Affairs applicants should review the CA Passport Mentoring Application Guidance.

After applications close, participants review possible matches online and indicate their preferred partners. Once matched, mentors and mentees register for one of several Civil Service Mentoring workshops in May at FSI (PT132) or the USAID Washington Learning Center to learn about

the program and brush up on mentoring skills. This workshop is offered over a two-week period, and should be attended by both the mentee and mentor at the same time, to the extent feasible.

Mentees also complete an online Mentoring Action Plan setting goals for the year with input from their mentors, and then meet with their mentors two to four hours a month in person or electronically. Participants evaluate the program in writing at the mid-point and conclusion. Mentees' supervisors evaluate the impact of the program twice a year.

Participants attend Group Forums in July, October and February. Forums are usually videotaped for use by BNET or followed by webinars. There are also monthly Meet-up Workshops, for those who want to brush up on skills such as setting up a detail, providing feedback or networking. ■



An elderly person walks by candidates' election poster boards in Tokyo in December.
AP Photo by Koji Sasahara

Election Reporting

Mission Japan Mobilizes to Cover Important Vote

By Gary Schaefer, political officer, U.S. Embassy in Tokyo

When Japanese Prime Minister Yoshihiko Noda announced in November 2012 that he planned to seek a new mandate from voters one month later, the U.S. Embassy in Tokyo and U.S. Consulates in Fukuoka, Naha, Nagoya, Osaka-Kobe and Sapporo immediately stepped up to keep policymakers in Washington informed as a record 1,400 candidates from 13 parties vied for 480 seats in the Lower House of the Japanese legislature, the Diet.

Deputy Chief of Mission Kurt Tong and Political Minister-Counselor Rob Luke called on those involved to drill deeply but selectively. While the national media offered wall-to-wall coverage, Mission Japan concentrated on producing more nuanced reporting on the implications of the vote for U.S.-Japan relations. The challenge in Japan, whose politics are fractured by local and regional prerogatives, is compounded by the fact that on this long, mountainous archipelago it can be remarkably difficult to get around.

Nonetheless, some 20 Foreign Service officers and Locally Employed Staff fanned out across Japan, meeting with candidates, campaign staffers, party officials and local media to take the political pulse in key districts. Catching up with candidates who were in perpetual motion during the 30-day campaign period was sometimes a challenge in itself: In rural Yamagata Prefecture, Deputy Political Section Chief John Mark Pommersheim and Political Specialist Shinobu Kikuchi tracked down one candidate while he was taking a breather at a hot-spring resort.

Osaka-Kobe Political Officer Chris Bishop was offered a ride with a candidate in a loudspeaker-laden sound truck, one of the headache-inducing trademarks of Japanese elections. "I had to decline the offer—not good visuals for a U.S. diplomat," he said with a laugh.

In Okinawa, a team from the U.S. Consulate General in Naha flew for an hour to an outlying island near Japan's sea border with China to get information from local officials, only to have their visit interrupted by an emergency that highlighted why national security became a prominent issue in the election.

"The island's disaster alert announcement system sprang to life to warn the public that North Korea had just launched a missile with a flight path almost directly overhead," recalled Political Officer Matt O'Connor. "We cut the meeting short to let the mayor get back to running the island."

During the month preceding the Dec. 16 election day, Mission Japan sent staff to almost half of Japan's 47 prefectures. Consulate Fukuoka may have racked up the most miles, as Political Officer Dan Callahan and Political Specialist Kazuhiro Uemura visited seven of the eight prefectures that make up their consular district. A visit to disaster-hit Fukushima Prefecture in northeastern Japan reflected the mission's whirlwind pace. They left Tokyo Station on a rocket-nosed shinkansen bullet train at 8 a.m., arrived in Fukushima 90 minutes later and spent the day hopping taxis to meet contacts at the headquarters of the two largest parties, the nerve centers of two campaigns and a local newspaper. By 5 p.m. the team was Tokyo-bound, writing up notes for a cable that went out the next day.

Reporting officers said they were impressed by how uninhibited their contacts were, a testament to the strength of U.S.-Japan ties, even in areas of Japan where local officials rarely interact with American diplomats. "Some incumbents were very frank about the difficulties they faced in the election," said Consulate Nagoya Principal Officer Harry Sullivan.

Party officials made their internal polling data available, and local media proved to be a particularly useful source of information. Regional newspaper editors spoke with the authority of their years of close ties with all the political actors, many from outside the national spotlight, and often spoke with a candor that would never have made it into their own stories.

In an ironic role reversal, the national media ended up taking notice of Mission Japan's election coverage. Days after embassy officers went to Fukushima, where tens of thousands of residents have been unable to return to their homes more than a year after the 2011 nuclear disaster,

one of Japan's three top daily newspapers gave prominent coverage to the U.S. visitors. A party official who met with the embassy team was quoted as being pleasantly surprised that they had come to listen to voters' concerns far from the capital.

Clearly, this was about more than getting information to Washington. "It paid dividends in promoting the bilateral relationship," said Callahan. In fact, he recalled being greeted by a candidate who told him that the first priority for the next government was strengthening U.S.-Japan ties.

To coordinate campaign coverage, the embassy and consulates came up with a series of questions that would produce a unifying narrative. One was, "How would the radically different positions of the 13 parties play across the country on issues such as the Trans-Pacific Partnership and nuclear power?" Another: "How would unaffiliated voters in urban areas (a key demographic in the last election) cast their ballots this time?"

Since two new regional parties have emerged, both formed by telegenic governors, the U.S. teams in Osaka and Nagoya wanted to assess their potential impact on Japanese politics. The consulate's contacts were indispensable and helped paint a full and accurate picture of the new political landscape.

Mission Japan's forecast of a landslide win for the Liberal Democratic Party (LDP) was right on target. As the national media called one race after another for LDP candidates, the embassy provided email updates throughout the night to the Japan Desk and National Security Staff.

That real-time reporting allowed the White House to issue a congratulatory message to LDP leader Shinzo Abe before the end of the day in Washington. The embassy quickly followed up with an analysis of the probable composition of the new government, providing a roadmap for future U.S.-Japan relations.

The election coverage won plaudits within the Mission and Washington. "Ambassador [John V.] Roos and I were really proud of the way that the entire Mission pitched in to generate great information about what was happening in Japan," said Deputy Chief of Mission Tong. Assistant Secretary of State for East Asian and Pacific Affairs Kurt Campbell, in turn, thanked Ambassador Roos by cable for a "substantial stream of thoughtful, timely reporting" that Campbell said was invaluable for Washington observers. ■



Above: Holding his son, a father votes in Japan's Lower House parliamentary election at a Tokyo polling station. *AP photo by Itsuo Inouye*; **Left:** Consulate Nagoya Principal Officer Harry Sullivan, right, and Political/Economic Specialist Tamiki Mizuno participated in the reporting in their district. *Photo by Stephen Wheeler*; **Below:** Japan's main opposition leader, Shinzo Abe, marks the name of a parliamentary election winner at party headquarters in Tokyo. *AP Photo by Junji Kurokawa*





Post of the Month



The Rocinha favela features spectacular views of the Ipanema and Leblon areas and a long, curving beach.

An aerial photograph of Rio de Janeiro, Brazil, showing a dense urban landscape along a curved coastline. The city is built on hills, with numerous high-rise buildings and colorful structures. A wide, sandy beach is visible, crowded with people. The ocean is a vibrant blue with white waves breaking along the shore. In the background, a range of blue mountains stretches across the horizon under a clear sky.

RIO RENAISSANCE

Culture and Commerce Add Up to Bright Future

Story and photos by John Elliott, vice consul,
U.S. Consulate General in Rio de Janeiro



Long admired for its natural beauty, Rio de Janeiro today represents a confluence of economic vitality, vibrant culture and raucous energy. Juxtaposed between forested mountains and the Atlantic Ocean, the city features expansive beaches, breathtaking landscapes, historic attractions and an annual Carnaval celebration that is famous worldwide.

After attracting the 2014 World Cup and 2016 Summer Olympics, as well as other major events, Rio's pride is palpable. After losing its status as Brazil's capital, which it held from 1763 until 1960, and experiencing a precipitous uptick in crime and burgeoning of hundreds of squatter settlements known as favelas, Rio now can rightfully revel in its renaissance.

Although Brazil still has one of the highest income disparities in the world, Rio de Janeiro in the past decade has made marked inroads in improving the quality of life of historically disenfranchised citizens, greatly benefiting international tourism to the city. As the police gain control of one troubled favela after another through well-planned "pacification" programs, these communities are being incorporated into greater Rio

through the establishment of community police stations that bring public security, basic services and economic opportunities.

In 2011, on his first trip to South America, President Barack Obama visited the city and reflected upon the impact images of Rio had made on him when, as a teen, he saw the film "Black Orpheus." In his autobiography, he mentioned the movie's cariocas (Rio natives), who "sang and danced and strummed guitars like carefree birds in colorful plumage." In Rio, he toured a recently pacified community, kicked a soccer ball around and was enthusiastically greeted by residents.

Rio benefits from President Dilma Rousseff's popular social programs, economic infusions from the city's energy industries and increasing international trade. An important part of Consulate General Rio de Janeiro's work is supporting commercial developments related to the burgeoning petroleum and gas sector. Brazil has 14 billion barrels of proven oil reserves, second in the hemisphere after Venezuela. In 2007, "pre-salt" oil deposits with an estimated potential of another 50 billion barrels were discovered in deep offshore

waters. Rio is home to more than 3,000 oil and gas companies, including the national oil company Petrobras. American energy firms in Rio range from industry giants ExxonMobil, Chevron and Halliburton to many small- and medium-sized enterprises.

The Rio Technology Park, hosted at the Federal University of Rio de Janeiro's Fundão campus, has attracted 21 innovative companies engaged in research and development in the oil and gas sector, including U.S. firms GE, EMC2, Baker Hughes and FMC. Outside the high-tech sector, American companies are looking for opportunities as Rio tackles the infrastructure challenges of preparing to host the World Cup and the Olympic Games.

In June 2012, Rio hosted "Rio+20," the United Nations Conference on Sustainable Development, which welcomed approximately 50,000 international visitors and dignitaries, including then Secretary of State Hillary Clinton, the head of the U.S. delegation. The consulate is one of the most-visited posts in the Western Hemisphere, hosting U.S. government VIPs who come to engage on energy cooperation, learn about security and social



Above: Rio's downtown, near the consulate, is home to thousands of businesses and international offices. **Right:** Children play in the Santa Marta favela, where they enjoy a strong sense of community.





developments, and see first-hand indications of Rio's and Brazil's bright future.

The consulate is strategically located near the heart of the downtown business and cultural district. Constructed in the early 1950s, the building housed the U.S. Embassy until the capital moved to Brasília. Led by Consul General John Creamer, the

consulate is a key part of Mission Brazil, which includes U.S. Embassy Brasília, the U.S. Consulate General in São Paulo and the U.S. Consulate in Recife. In Rio, nearly 80 U.S. direct-hire employees and more than 100 Locally Employed Staff members work in the consular, political/economic, public affairs and management sections,

the regional security office and offices of the U.S. Commercial Service, Library of Congress and Department of Defense.



Far left: President Barack Obama and the First Family listen to a drum corps in a favela during his March 2011 visit. *Photo by Andre Coelho;*
Left: Alluring beaches curve around the neighborhoods of Leblon, Ipanema and Copacabana, where many consulate officers live.
Below: Santa Marta is one of Rio's hundreds of favelas, which have recently become tourist attractions.

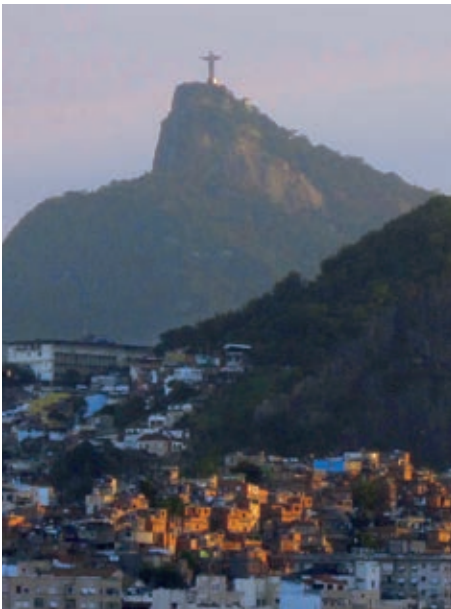


The consular section, the sixth largest nonimmigrant visa (NIV) processing post in the world in 2012, processes up to 2,000 visas each work day. Following a “surge” approach initiated mission-wide, the wait time for an NIV appointment fell from 143 days in August 2011 to two days in March 2012. During her January 2013 visit, Assistant Secretary for Consular Affairs Janice Jacobs told Rio consular officers and staff that what they had done was “truly extraordinary.”

Among Mission Brazil’s highest priorities is the promotion of educational exchanges and improved teaching of English. To encourage and facilitate Brazilian students studying in the United States, public affairs and Commercial Service officers work with binational centers and local universities. Education and trade delegations and college-fair tours bring representatives of U.S. universities to Brazil to create important partnerships. Rio’s consular

district provides ample partners to support the Brazilian government’s Science without Borders initiative to fund and send more than 100,000 students to study abroad, many in the United States.

In 2012, UNESCO named Rio a World Heritage Site in the category of Cultural Landscape. The city’s rhythms come in all sizes, and an annual cycle of revelry could be said to start during the wintertime festas juninas, with small community or beachside



The “Parade of Champion’s” highlights the 2012 Carnival. **Above left:** The Christ the Redeemer statue on Corcovado Mountain overlooks a favela near downtown Rio. **Above right:** Consulate officers who danced with samba schools during the 2013 Carnival include, from left, Rosalyn Marshall, Susan Keyack, Patricia Hoffman, Jennifer Mullarkey and Ana Adler.





parties. A few months later, a four-story metal Christmas tree layered with L.E.D. lights is floated into the Rodrigo de Freitas Lagoon and baptized in an extravagant fireworks and music show. In January, there are blocos—raucous neighborhood street parties with hundreds of ecstatic participants—each weekend. The blocos soon explode into February’s week-long Carnival, a climax of joyful music, revelry and competition among dozens of samba schools.

While mindful of the security challenges of a large city, Foreign Service employees and their families nonetheless take full advantage of the carioca cornucopia. During Carnival, held at the specialized Sambodromo stadium, thousands of spectators are dazzled from sundown to sunrise by an unparalleled spectacle. Some FSOs have joined the samba schools, dressing in fantastical costumes, dancing the frenetic mélange of ritualized samba and singing in Portuguese. During the rest of the year, many delight in the complex and lulling rhythms of traditional chorinho ensembles or retro bossa nova music.

Rio’s major international airport is named after the carioca composer Tom Jobim, whose bossa nova lament “The Girl from Ipanema” became one of the most-recorded songs of all time. The lyrics, written by Jobim and Vinicius de Moraes, describe a glimpse of a lovely woman, but equally describe Rio de Janeiro, known to all Brazilians as a Cidade Maravilhosa, the Marvelous City. As the song states: “The whole world is filled with your grace...and becomes even more beautiful.” ■



At a Glance

Brazil

Capital: Brasilia

Government type: Federal republic

Area: 8,514,877 sq. km.

Comparative area: Slightly smaller than the United States

Population: 199.3 million

Language: Portuguese (official)

GDP—per capita: \$12,000

Export partners: China, US, Argentina and the Netherlands

Export commodities: Transport equipment, iron ore, soybeans, footwear and coffee

Import commodities: Machinery, electrical and transport equipment, chemical products, oil and automotive parts

Import partners: US, China, Argentina, Germany and South Korea

Currency: Real (BRL)

Internet country code: .br

Source: Country Background Notes

Making Peace

Ambassador Seeks End to Senegal Conflict

By Ben Beach, communications advisor, Bureau of Conflict and Stabilization Operations

It may have a low profile, but the insurgency in Senegal's Casamance region has caused thousands of casualties and is one of the longest-running conflicts in Africa and the world. On the day after Christmas, it hit the 30-year mark.

But this conflict may not turn 31.

"We see a window of opportunity," said Ambassador Jim Bullington, who was lured out of retirement to serve an eight-month assignment in Dakar as the U.S. Casamance advisor. His hiring is part of a special Bureau of Conflict and Stabilization Operations (CSO) effort to bring peace to the region. CSO expects to spend \$1 million on peace-building activities there

and is providing information and analysis from the field to guide decisions by Washington policymakers.

The Quadrennial Diplomacy and Development Review (QDDR), put in motion by former Secretary of State Hillary Rodham Clinton, recommended CSO's creation to help break cycles of violent conflict and mitigate crises. The bureau is now a year old.


The Casamance struggle stems from a demand by the Movement of Democratic Forces of Casamance (MFDC) that the area be granted independence. Geography is a critical factor in this standoff. Casamance is the southernmost portion of Senegal, but

another country, The Gambia, runs east to west between the region and the northern areas of Senegal.

The first sign that peace might be achievable came in April 2012, when Macky Sall became president of Senegal. He quickly proposed negotiations with the MFDC and invited international partners to support his efforts. The prospects brightened further when one of the most hardline MFDC factions indicated a willingness to talk with the government under the mediation of the Community of Sant'Egidio, a Catholic lay organization in Rome with experience in helping parties resolve conflicts.



Members of the USAID Donors Group for Casamance hold a meeting. Photo by USAID



Meanwhile, Embassy Dakar asked CSO to assess the conflict and suggest how the United States might provide diplomatic support. “We concluded that the time was right—and that we needed to move with a sense of urgency before any momentum was lost,” recalled CSO Conflict Assessment and Planning Officer Rebecca Wall, who oversaw the assessment and is overseeing the Casamance engagement.

Next, CSO found and deployed Ambassador Bullington, a member of the Civilian Response Network, which the Department can use to reach outside the pool of current federal employees to find qualified people for specific conflicts and deploy them quickly.

“He was perfect,” said Ambassador Rick Barton, the assistant secretary who heads CSO. “Jim had 12 years of Africa experience in hot spots such as Chad and Burundi, a great respect for local leadership and plenty of Chattanooga charm.”

By Oct. 1, Ambassador Bullington was at the U.S. Embassy in Dakar. Recently, he was joined, part-time, by Sue Ford Patrick, a retired senior Foreign Service officer who has more than two decades of experience in Africa and will support the negotiations and coordinate assistance for international community efforts in the Casamance.

“We can’t bring peace to the Casamance,” said Ambassador Bullington. “Only the Senegalese can do that. But we can provide political and material support for the peace process.”

To build on the momentum and keep this issue on the embassy’s radar screen despite competing priorities, Ambassador Bullington is coordinating with Embassy Dakar staff and other U.S. government agencies to ensure a focused, interagency approach. He speaks regularly with the

government of Senegal and Sant’Egidio, and is encouraging regional neighbors, especially The Gambia, to cooperate in the peace initiative. “The U.N. and other international partners also see the opportunity, and they are making important contributions,” he noted.

Abdou Sarr, a leading member of Casamance civil society, praised Ambassador Bullington’s work and emphasized the need for continued U.S. government support. “Before you arrived,” he told the ambassador, “we lacked coordination. There was no one with the influence to interact with decision makers at the highest level. We have that now, and it is greatly helping to promote peace.”

Dr. Mauro Garofalo, deputy assistant director of the Community of Sant’Egidio’s Office of Peace, lauded the CSO role. “We have been very grateful to work with CSO in our peace process for the Casamance region of Senegal,” he said.

to commerce. The money is available, thanks to the African Development Bank. “We think this project is now on track,” Bullington said, “and dirt should turn by year’s end.”

There also has been steady progress in the negotiations. In December, the MFDC released eight Senegalese soldiers who had been held hostage for a year. “Another encouraging sign is that a de facto ceasefire that began in the fall has held, even on the 30th anniversary of the beginning of the conflict,” Ambassador Bullington pointed out.

U.S. Ambassador to Senegal Lewis Lukens said the State Department is only one of the agencies playing an important role, and that “many agencies at post are involved in facilitating progress and development in the region.

“USAID, USDA and the Millennium Challenge Corporation all coordinate on their projects to leverage our government’s



USAID Donors Group Team Leader Mohamed Dansoko, left, and Ambassador Jim Bullington consider a proposal.
Photo by USAID

“This opportunity has created a wonderful synergy between the Community of Sant’Egidio and the State Department, both locally and in country. CSO’s support has been a great aid to our process thus far, and we hope that this will lead the way for future partnerships.”

But a sustainable peace will require a stronger economy. Instability in the Casamance has put a chokehold on what should be Senegal’s breadbasket, limiting growth, crippling an important tourist industry and reducing government revenue. One immediate goal is construction of a bridge across the Gambia River, which runs the length of The Gambia and is a major barrier

investments. The Defense Attaché Office provides important military analysis and support for Senegalese forces, and the Peace Corps is opening up operations again after a long hiatus for security reasons,” said Lukens.

Wall says the U.S. initiative “furtheres our strategic interests by potentially enabling Senegalese armed forces to leave the Casamance and serve in regional hot spots such as Mali or in U.N. peacekeeping missions worldwide.”

While there is no guarantee that this initiative will succeed, the combination of analysis and resources may provide valuable lessons in how a modest investment can pay significant and multiple dividends. ■

Mekong to Montana

Exchange Benefits Asian Communities

By Adam Meier, program officer, Bureau of Educational and Cultural Affairs

A “penny drive” among 300 students at a Montana elementary school in November collected \$1,060 to buy a see-saw, swings and a slide for a Cambodian elementary school, plus school uniforms and water bottles for 145 of its students.

Montana education advocate Gwen Jones took the funds to Cambodia, where she was hosted by Hem Mary, program manager for Kampuchean Action for Primary Education, the country’s largest local education NGO. Hem had spent most of the previous October with Jones in Montana as a participant in the Bureau of Educational and Cultural Affairs’ (ECA) Professional Fellows Program.

Hem was part of a delegation of Southeast Asians taking part in a Professional Fellows project managed by the University of Montana’s Maureen and Mike Mansfield Center that focuses on empowering women working in nonprofit organizations and governments, and is having a positive impact in Montana and Southeast Asia. Hem spent time with a series of Missoula, Mont., schools during her month in the

United States. At Paxson Elementary School, the students—40 percent of them eligible for free and reduced-fee lunches—decided unanimously to raise funds for one of the schools supported by Hem’s group.

The Professional Fellows program each year brings nearly 500 distinguished fellows from up to 50 countries to the United States for month-long placements in U.S. organizations, including the YWCA in Missoula, local city government offices or Capitol Hill offices. They later convene in Washington, D.C., for the Professional Fellows Congress to compare notes and network. Their American workplace hosts then work in the nations of their former guests on projects of mutual interest.

As Jones was traveling to Cambodia in January, another U.S. participant, the YWCA’s Sally Mullen, was in Vietnam. On her blog she said she’d “met with more amazing women doing hard work” and felt humbled by how they were “working to improve conditions for women and kids [who are] living in really hard situations.”



From left, Tammy Freimund, Gwen Jones and Hem Mary, all standing, help hand out water bottles to students of Phoum Six Primary School in January. Phoum Six Primary School photo



Left: Hem Mary, center, and Gwen Jones meet with schoolchildren at Paxson Elementary School at Halloween. *Photo by Deena Mansour*; **Below:** Amie Thurber, left, of the National Coalition Building Institute, and Pen Bopha navigate Cambodian traffic in January. *Photo by Olivia Riutta*; **Bottom:** Gwen Jones, second from right, and fellows program participant Tammy Freimund, at rear, walk with the students of Phoum Six Primary School in the schoolyard. *Photo by Hem Mary*



One of the American hosts, Julie Foster of the Ravalli County Economic Development Authority, traveled to Laos in August. She showcased the program during a county board meeting in December. Speaking to 30 Montana state legislators, business professionals and other leaders, Foster discussed the program's value and her partner organizations, Fair Trade Laos and the Hmong Sisterhood. Foster has since recruited donors for the partners and found potential participants, including those willing to provide technical assistance.

The University of Montana project is part of the Lower Mekong Initiative (LMI), started in 2009 to foster subregional cooperation and capacity-building among Cambodia, Laos, Thailand and Vietnam in education, health, environment and connectivity. In 2012, Burma was added to the list.

Pen Bopha, a training manager from Cambodia who traveled to Montana with Hem in October, said the work she did on her exchange trip "was closely relevant to what I am doing in Cambodia, such as training, facilitation and coordination." She said she learned about leadership, management styles and getting results from people, and met "different kinds of people, young and old, with different backgrounds."

Pen hosted her American counterpart, Amie Thurber, of the nonprofit leadership development network National Coalition Building Institute, in January. On her blog, Thurber spoke of attending a full-day training held by Pen's organization on goal-setting. Participants "were rapt through the eight hours, hungry for information," she said.

The Lower Mekong Professional Fellows project is shifting focus in 2013 to economic empowerment. Deena Mansour, the university's project director, worked with ECA, in-country partners and public affairs sections at U.S. missions in LMI countries to select this year's

participants, who include a resources coordinator for the Hmong Women's Network of Thailand and a division head for the Lao National Chamber of Commerce and Industry.

In addition to its professional impact, the program is forging links between such communities as Missoula and Helena in Montana and Hanoi, and Hem's hometown of Kampong Cham, Cambodia. One Montana host of a Vietnamese participant said she'd supported women's education and equity issues domestically, but never expected to be able to support women on a global level until she learned about this program.

"I was thrilled that someone sitting in little Helena, Montana, could support such amazing work and learn so much about Vietnam and some truly amazing women," she enthused. "I actually think that I got more out of the visit than our Vietnamese guest."

After Jones arrived at Cambodia's Phoum Six Primary School to present the Paxson Elementary School funds to Hem's school in January, the two women handed out the pink and yellow water bottles to the school's students. The new school uniforms have arrived, and the playground equipment was to be constructed in February. The Cambodian students will start regularly teleconferencing via Skype with their new Montana friends. An ecstatic Jones said she only wished her students could have been there.

"I was their envoy, but I knew, as I looked at the happy faces of these children, that there was now a lasting bond between these Cambodian students and my kids back in Montana," she said. ■



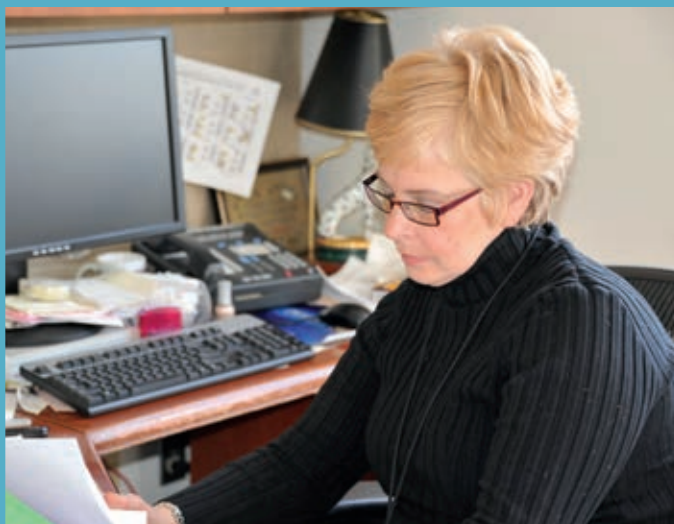
Office of the Month



Cyber Diplomats

Office Promotes U.S. Vision for Cyberspace

Story by Benjamin Boudreaux, Pathways Program intern,
Office of the Coordinator for Cyber Issues
Photos by Ed Warner



Clockwise from upper left: The author meets with S/CCI Coordinator Christopher Painter, right; Senior Advisor Tom Dukes and Foreign Affairs Officer Sheila Flynn hold a discussion; Senior Policy Advisor Liesyl Franz looks up from her work; Senior Advisor Michele Markoff studies a report.

The development of the information communication technologies known as cyberspace has provided enormous benefits by enhancing social connectivity, promoting global prosperity and facilitating the free flow of information in new and dynamic ways. But these same technologies are also associated with new transnational threats and policy challenges. Without international cooperation, there is no guarantee that the innovative, open, reliable and global Internet of today will continue to thrive.

Cyber policy issues are a new, fast-growing foreign policy imperative, cutting across all aspects of diplomacy. In 2011, the White House released the “U.S. International Strategy for Cyberspace,” to articulate a vision for the future of cyberspace. The State Department advances that vision through the Secretary’s Office of the Coordinator for Cyber Issues (S/CCI).

“We are at an inflection point where decisions are being made now to determine

the future of a technology that impacts economic growth and security worldwide,” said the Secretary’s Coordinator for Cyber Issues Chris Painter.

As a former assistant U.S. attorney, Painter prosecuted hackers when cybercrime was in its infancy. “Cybercrime has cross-border elements, and it was clear even then that we needed serious international cooperation,” he said. Later, he led the Department of Justice’s Computer Crimes and Intellectual Property Section and worked at the National Security Staff’s Cybersecurity Directorate, where he helped develop the “U.S. International Strategy for Cyberspace.”

According to Painter, some states see the Internet as a challenge to their authority and have attempted to arrest the growth of cyberspace for the sake of regime stability. They have sought to undermine the successful multi-stakeholder model of Internet governance in an effort to assert state control. Cyberspace also gives states the

ability to exploit their adversaries and steal intellectual property.

Because cyber policy is now an integral aspect of foreign policy issues from human rights to national security, it has become increasingly important for the State Department to speak with one voice and advance a global vision of cyberspace. As Secretary of State John Kerry said at his confirmation hearing in January, “We are going to have to engage in cyber-diplomacy and cyber-negotiations.”

Created in February 2011, S/CCI reports to the Secretary and consults with the Department and other agencies on these policy priorities: preventing conflict in cyberspace, strengthening international collaboration to combat cybercrime, promoting the multi-stakeholder model of Internet governance, promoting free expression online and encouraging nations to address cyber vulnerabilities by implementing cyber-security strategies.

Office of the Month



Left: Foreign Affairs Officer Cari McCachren focuses on the human rights and Internet freedom aspects of cyber policy. **Right:** Senior Policy Advisor Adriane LaPointe greets a visitor to her office.

S/CCI helps the regional bureaus develop cyber strategies, runs a departmental cyber coordination group, implements a Foreign Service Institute course for senior policy makers on cyber diplomacy and works with U.S. embassies to form country working groups to communicate the U.S. vision globally.

Since cyber-related issues are a part of many U.S. bilateral and multilateral engagements, S/CCI coordinates with other bureaus and U.S. agencies to proactively shape the agendas. Senior Advisor Michele Markoff, for instance, works with the U.N. Group of Governmental Experts and the Organization for Security and Cooperation in Europe. She seeks to reduce the risk of state-on-state cyber conflict by developing measures that build confidence between states and by promoting agreement on the norms of responsible state behavior, based in international law.

The United States is a global leader in addressing transnational cybercrime and cyber-security threats through its support for the Budapest Cybercrime Convention, promotion of national CERTs (Computer Emergency Response Teams) and capacity building for the developing world to address these concerns. S/CCI's efforts in this area are led by Senior Advisor Thomas Dukes.

"While the threats posed by cybercrime

are significant, the international community has excellent tools available to wage the battle, and we're building a strong record of successful investigations and prosecutions based on international cooperation and a commitment to eliminating safe havens for cybercriminals," Dukes said.

S/CCI participates in U.N. processes such as the December 2012 International Telecommunication Union conference in Dubai, where a U.S. priority was ensuring that governments, civil society and industry all have a role in Internet governance. Sheila Flynn, who represented the office at the conference, said the U.S. delegation "had significant civil society and industry participation, and without that expertise, our efforts would not have been nearly as effective."

S/CCI is in the vanguard of some of the most sensitive bilateral engagements. During the May 2012 Strategic Security Dialogue in Beijing, U.S. and Chinese civilian and military leaders discussed cyber-security, and senior U.S. officials spoke of their concerns about the security of U.S. intellectual property. "We need to engage with countries around the world, even with those with whom we disagree," Painter said.

In 2012, S/CCI launched bilateral dialogues with India, Brazil and South Africa, seeking a consensus on the future of

cyberspace. S/CCI leverages the widespread global support for an open Internet to champion the multi-stakeholder model.

Rapidly expanding cyber technologies in the developing world often outpace efforts to keep them secure. Therefore, S/CCI organized and implemented interagency capacity-building workshops to help developing states better protect their cyber and mobile networks, while protecting fundamental freedoms and promoting affordable access. The first of these programs, in Kenya in July 2011, alerted governments of the East African Community to vulnerabilities and provided tools for securing networks and cooperating internationally. A paired set of programs, in Senegal in September 2012 and Ghana in January 2013, reached 14 West and Central African nations and launched follow-on opportunities to build long-term cyber partnerships in the developing world.

S/CCI helps the Department shape a crucial new area in diplomatic relations and encourages other countries to engage on cyber issues, and many other nations have created similar cyber policy structures within their foreign ministries. Cyberspace will continue to evolve globally, but according to Painter, "only the State Department can effectively promote foreign policy in cyberspace and build a consensus with other countries about the future of cyberspace." ■





Lima Fair Promotes Technology

The U.S. Embassy in Lima, Peru, recently hosted a Technology Fair to promote new tools being used across the embassy community and educate users. At each of the fair's 15 booths, a subject-matter expert from the embassy community demonstrated a technology.

Topics included social media strategy, using Facebook as an outreach tool, home computer security, emergency preparedness, Survey Monkey, Employee Express/GFS Knowledgebase, e2 Travel, ePerformance and eServices. Also covered were iPads, SharePoint 2010, SharePoint Resources for VIP Visitors, best practices in Outlook, SMART, effective presentations and Blackberry/Global OpenNet.

The idea for the event came from the Technology Working Group, which uses new technologies to further mission goals. Nearly 150 people attended the event, which featured complimentary Peruvian coffee and chocolates served at a makeshift café.

"By showcasing the different technologies being used at the embassy, we hope to increase adoption and understanding among our users, to help them take full advantage of these tools," said Christopher Corlett, an event organizer.

One attendee said the fair featured a "great atmosphere of idea sharing and enthusiasm for the use of technology." The only criticism was that some visitors did not have enough time to visit all the booths.



At center, Michael Fitzpatrick, deputy chief of mission at the U.S. Embassy in Lima, discusses technology with staff members, from left, Rocio Castro, Jessica Riera and Zorka Sambrailo.

Photo by James B. Fennell

OSAC Council Holds Charity Golf Tourney



OSAC members spend a moment with children from two charities that benefited, including, at left, those from Yayasan Pendidikan Pelita Harapan and, at right, those from the Jakarta Green Project. At center front is OSAC Jakarta Country Council Board Vice Chairman Anthony Marley of Exxon-Mobil.

Photo by Budi Sudarmo

In January, the Jakarta Country Council of the Overseas Security Advisory Council (OSAC) hosted its fifth annual Martin Luther King Charity Golf Scramble. The Jakarta Country Council, one of the largest and most active of 138 such councils worldwide, said this was one of its most successful events.

Held at the Imperial Golf Club and featuring 122 players and 46 sponsors from the sectors of banking, mining, energy, communications and others, the tournament seeks to promote Dr. King's altruistic spirit. It raised \$34,000 for three Indonesian charities: the Jakarta Green Project, Helping Hands Club and Yayasan Pendidikan Pelita Harapan.

The OSAC was created in 1985 to promote security cooperation between American private-sector interests worldwide and the Department of State, and is jointly chaired by the director of the Bureau of Diplomatic Security and the chief security officer of ConocoPhillips. OSAC has nearly 4,500 U.S.-based member organizations, including Fortune 500 companies, educational institutions, religious groups and nongovernmental organizations, and shares information with the private sector through the Country Council Program. Country councils are chaired by the regional security officers at post and often co-chaired by private-sector representatives.

Fellowships Open Doors for Hispanics

At the conclusion of their four-month stint with the Department of State, Maybelline Mena-Hadyka of Los Angeles and Reuben Kapp of Saginaw, Mich., told Director General Linda Thomas-Greenfield that their Congressional Hispanic Caucus Institute (CHCI) Public Policy Fellowships gave them a front-row view of international relations, nurturing the possibility of a career in foreign affairs.

Mena-Hadyka and Kapp are the most recent of 22 fellows who have participated in the Department's CHCI program, which allows Hispanics aspiring to public-sector work to try executive- and legislative-branch assignments.

The Director General encouraged the fellows to consider Foreign Service or Civil Service careers. "One of our most important goals is to recruit committed and dedicated people who represent the rich diversity of American society," she said.

Mena-Hadyka served as outreach coordinator in the Bureau of Western Hemisphere Affairs' (WHA) Public Diplomacy and Public Affairs office, assisting with outreach strategies to strengthen understanding of U.S. policy toward the region. She has a bachelor's degree in peace and conflict studies from the University of California, Berkeley.

Kapp was a special assistant in WHA's Race Ethnicity and Social Inclusion Unit, focusing on the U.S.-Brazil Joint Action Plan to Eliminate Racial and Ethnic Discrimination. He has a bachelor's degree in public policy from the University of Michigan.

Accessibility Program Launches SharePoint Website

The Bureau of Overseas Buildings Operations' (OBO) Barrier-Free Accessibility Program has launched a SharePoint website that provides up-to-date information on the Department's barrier-free accessibility regulations, requirements and procedures. The site also features a survey section for facility managers and general services officers that will help OBO identify immediate and future accessibility needs for buildings at each post.

The accessibility program funds construction of exterior and interior projects, including wheelchair ramps, elevators, accessible bathrooms and other improvements related to accommodating those with hearing and visual impairments. OBO's architects manage design and construction projects that remove barriers at posts not slated for a new embassy or consulate, and provide information on U.S. laws and guidelines and Department policies on barrier-free accessibility.

The accessibility team can be reached via email at oboaccess@state.gov. More information on the program is at the SharePoint site at obo.m.state.sbu.



The ramp at an entrance to the ambassador's residence in Luxembourg was completed in 2012.

Department of State photo

Consulate General Wins Chamizal Cup

The U.S. Consulate General in Ciudad Juárez won the inaugural "Chamizal Cup" in a January soccer match against the Mexican Consulate General in El Paso, Texas, in Ciudad Juárez. Chamizal is a border region in El Paso that has changed hands several times over the years due to the changing direction of the Rio Grande.

Consul General Ian Brownlee, honorary team manager, and coach Hector Chavez, a General Services Office supervisor, led a team of 20 players—Americans and Locally Employed Staff—from all sections of the consulate.

Team Captain Omar Jimenez, a warehouse employee, said preparation and teamwork made the difference in the 5-2 victory. More than 120 members of the consulate community supported their team at the match, and more than 150 people attended a post-game party at the CG's residence. ■



Players and consuls general from the U.S. Consulate General in Ciudad Juárez and the Mexican Consulate General in El Paso gather after a match played in Ciudad Juárez.

Photo by Allison Bybee

LE Staff Orientation

Distance Learning Course Helps New Employees Thrive

By Johanna Villalobos, deputy coordinator, Orientation Division, FSI

In these austere fiscal times, ensuring that our Locally Employed (LE) Staff colleagues have the tools, resources and training they need is becoming increasingly difficult. Providing LE Staff members with classroom orientation is almost impossible, yet orientation is one of the keys to their success. The Foreign Service Institute's new Distance Learning orientation course for LE

of LE Staff members' careers sets the stage for their ongoing professional development and is a worthwhile investment for employees and posts.

PN 410 introduces LE Staff to the structure, function and key personnel of U.S. embassies and consulates overseas; outlines Department operations in the United States; and touches

upon cultural and ethical considerations for employees at a U.S. mission. U.S. Consulate in Milan Management Assistant Isabella Perissinotto called PN 410 "very good training to orient the new LE Staff, but also useful for others. From the management point of view, it covers the most important and sensitive parts of the job, like ethics."

Each course module allows students to understand how the topic relates to their role as U.S. government employees. To support strong collaboration and cultural understanding, the course includes an overview of aspects that may differ in the host country from the United States, such as time, personal space, suitable dress and expectations for appropriate office interactions.

Although PN 410 is designed for newer LE Staff, more experienced LE Staff, paid interns and even experienced Foreign Service employees can benefit from this two-hour course. "Even though I am not a new employee, I must tell you that I found it very useful," said Tatiana Morganti, a consular assistant in Milan for the past six years. "The course is clear, simple to understand and gives a general picture of the

environment where we work."

Milan HR Assistant Maria José Gargiulo agreed. "I recently took the course, and I think that it is a very useful tool for new employees to get familiar with how the U.S. mission works throughout the world and domestically," she said. "We will certainly introduce this course as part of the check-in process."

LE Staff members are key to carrying out the Department's mission to promote freedom, establish national security and build and sustain a more democratic world. Building successful teams requires giving every team member the tools to do his or her job well. PN 410 – Orientation for Locally Employed Staff is a constructive step in that direction.

Course registration is available online at reg.fsi.state.gov. ■



From left, Human Resources Assistant Maria José Gargiulo, Management Assistant Isabella Perissinotto and Consular Assistant Tatiana Morganti display their PN410 completion certificates.

Photo courtesy of the U.S. Consulate in Milan

Staff helps solve this dilemma. PN 410 – Orientation for Locally Employed Staff prepares LE Staff of the Department of State and other U.S. agencies for success on the job.

Diplomatic posts worldwide rely on LE Staff to provide continuity, institutional knowledge, professional expertise and cultural context. Former Secretary of State Hillary Clinton termed the LE Staff community the "backbone and heart" of a mission. High-quality, comprehensive training at the beginning



Deborah Ann McCarthy
U.S. Ambassador
to Lithuania



Robert F. Godec
U.S. Ambassador
to Kenya



Retirements

Foreign Service

Ackermann, Lidia J.
Davis, Christopher Richard
Donnelly, Michael F.
Griffis, Sandra J.
Hartman, Darlene Marie
James, Anthony
Majumdar, Saibal
McCarthy, Karen L.
Reynolds, Cheryl H.
Tidwell, Dennis D.
Witkowski, Anne Marie

Civil Service

Adams, David Sherwood
Akers, Binh N.
Allenbach, Dawn Marie
Armentrout, Jean W.
Beaird, Richard C.
Boland, Audrey Lynne
Botto, Anthony Alan
Cano, Albert R.
Chase, Margaret G.
Daniele, Lawrence M.
Dupree, Wendellene Denise
Evenski, Brenda M.
Finn, Nancy K.
Fleming Jr., Journice E.
Fox, Barbara T.
Galovich, Alex
Garrison, Gwendolyn E.
Gorelick, Marc
Gorrie, John Edward
Haley, Jerry Harris
Haynes Jr., Alfred O.
Heide, Terry P.
Hemler, Virginia M.
Hill, Shirley A.
Jacobson, Harry G.

Johnson, Jessie L.
Jones, Hiram S.
Khan, Naveed J.
Lees-Thompson, Nancy
Marshall, Teresa Mae
McLendon, Alex
McNair, Terri A.
Medlock, Debra L.
Mixon, Cathy P.
Overstrom, Kevin Karl
Pettaway, Joanne M.
Reams, Joanne R.
Reed, Katherine Louise
Renman, Howard A.
Roach, Gary S.
Roque, Luis A.
Sisson, Dwight W.
Smith, Lawrence C.
Stafford, Michael F.
Thomas, Jerry Leonard
Trent, Marsha Jordan
Wahab, Eloise L.
Watts, Linda S.
Weber, Stephenson L.
Wilson, Kenneth R.

Appointments

Robert F. Godec (SFS) of Virginia is the new U.S. Ambassador to the Republic of Kenya. Previously, he was chargé d'affaires in Nairobi. Before that, he was principal deputy assistant secretary in the Bureau of Counterterrorism. He has been ambassador to Tunisia, deputy assistant secretary in the Bureau of Near Eastern Affairs, deputy coordinator for the transition in Iraq and acting deputy chief of mission in Pretoria.

Deborah Ann McCarthy (SFS) of Florida is the new U.S. Ambassador to the Republic of Lithuania. Previously, she was principal deputy assistant secretary for Economic and Business Affairs. Before that, she was deputy chief of mission in Athens. She has been consul general in Montréal and deputy chief of mission in Managua. Other postings include Paris, Port-au-Prince and Rome. ■

Obituaries



Deanna B. Cotter, 67, a retired Foreign Service officer, died Sept. 12, 2009, of cancer. She lived in La Crosse, Kan. She joined the Foreign Service in 1980 and was posted to Tunis, Islamabad, Naples, Kinshasa, Guadalajara, Guayaquil and the Florida Regional Center in Fort Lauderdale. She retired in 2000. She was an active member of the American Cancer Society's Relay for Life.



Sherman M. Funk, 87, Inspector General of the State Department and of the Arms Control and Disarmament Agency from 1987 to 1994, died in Ann Arbor, Mich., on Feb. 23. He served in the Army during World War II. After serving as IG of the Commerce Department, he became the first independent, statutory IG of the State Department, and also served on the President's Council on Integrity and Efficiency. Following his retirement, he was an advisor to a number of foreign governments in Eastern Europe, South America and Asia.



James E. Kerr IV, 84, a retired Foreign Service officer, died Jan. 19. He lived in Williamsburg, Va. He served in the Army during the Allied Occupation of Japan. After serving as a diplomatic courier, he joined the Foreign Service in 1957. His postings included Tegucigalpa, Havana, Ciudad Juárez, Paris Brussels, San José, Tijuana, Cali, Tel Aviv, Mexico City and Port of Spain. After retiring in 1986, he enjoyed reading, traveling, tennis, cooking and gardening.



Lois McSweeney, 94, a retired Foreign Service officer, died Aug. 27. She lived in the Dallas-Fort Worth area. She served in the Women's Army Corps during World War II and joined the Department in 1959. She worked for USAID in Ceylon, French Congo, Nigeria, Korea, Vietnam, Turkey and Ghana. After retiring, she worked for the United Way in Amarillo, Texas, before moving to Kerrville and then Dallas-Fort Worth. She enjoyed traveling, hiking and making collages.



Joseph A. Mendenhall, 92, a retired Foreign Service officer, died Jan. 5. He lived in Green Valley, Ariz. He served in the Army during World War II and joined the Foreign Service in 1946. He was ambassador to the Malagasy Republic and also served in Turkey, Iceland, Switzerland, Vietnam and Laos. After retiring, he lived on a small farm near a medieval Italian village for nearly 20 years, where he gardened and resuscitated olive trees. He enjoyed traveling around Italy and Europe. He later returned to the United States, living in Nevada and Arizona.



Mark Palmer, 71, a retired Foreign Service officer, died Jan. 28 of melanoma at his home in Washington, D.C. He was ambassador to Hungary during the collapse of Communism in Eastern Europe. Other postings included New Delhi, Moscow and Belgrade. He was a co-founder of the National Endowment for Democracy and served for nearly 20 years as vice chair of Freedom House. He also helped establish the Community of Democracies, which supported democracy and human rights, and he supported pro-democracy efforts in repressive regimes.



Marion Frances Piccioni, a retired Foreign Service employee, died Jan. 13. She lived in Healdsburg, Calif. After raising four children, she joined the Department and served in Damascus, Kingston, Rome, Hong Kong, Paramaribo, Madrid and Managua. She retired to Healdsburg, where she worked for the Santa Rosa Symphony and Salvation Army. She was active in her church and produced two Christmas pageants with the children of the parish.



Virginia L. Reich, 87, wife of retired USAID Foreign Service officer Arthur Reich, died Dec. 24 of complications resulting from a fall while sail-cruising—her favorite activity—in the Gulf of Mexico off Harlingen, Texas. She accompanied her husband on assignments to South Korea; India; Afghanistan, where she taught clerical skills to Afghan women; and Turkey. They retired to Brownsville, Texas, where she became a designer in her husband's real estate brokerage, and later to Palm Valley, Texas.



Gladys Catherine Schwendker, 100, a retired Foreign Service employee, died Dec. 10 in Florence, S.C. She was a Navy WAVE during World War II, worked for the Marshall Plan after the war and then joined the Department. She had postings in Asia, Africa and Greece. After retiring in 1974, she lived in Washington, D.C., until moving to Florence in 2006.



John "Jack" Edwin Sinton, 81, a retired Foreign Service officer, died Jan. 14 of natural causes. He lived in Inverness, Fla. He served in the Army during the Korean War. He joined the U.S. Information Agency in 1972 and had postings to Mexico City, Beirut and Manila. He retired to Marlton, N.J., in 1996, and moved to Inverness in 2005.



James Avery Turman, 86, a retired Foreign Service officer, died Nov. 20 of natural causes in Port Angeles, Wash. He served in the Navy during World War II and joined the Department in 1966. His postings included Ethiopia, Nicaragua, Vietnam, the Philippines and Jordan. After retiring to Port Angeles in 1981, he spent summers working in Olympic National Park and maintaining a log cabin and land in the Olympic foothills.



Christopher Van Hollen, 90, a retired Foreign Service officer, died Jan. 30 of complications from Alzheimer's disease in Washington, D.C. He served in the Navy during World War II and joined the Department in 1951. He was ambassador to Sri Lanka and the Maldives and also served in India and Pakistan. After retiring in 1979, he was a senior associate at the Carnegie Endowment for International Peace and director of the American Institute for Islamic Affairs.

Lee Johnson, 79, a retired Foreign Service officer, died Jan. 28 of prostate cancer at his home in Washington, D.C. He served in the Army before joining the U.S. Information Agency in 1962. His postings included Brazil, Honduras, Spain, the United Kingdom and Mexico. After retiring in 1993, he pursued interests in Shakers, wolves and the American West, and taught himself to make furniture. His children Eric and Karen work for the Department.

Louis J. Nigro, 65, a retired Foreign Service officer, died Jan. 1 of cancer in Washington, D.C. He served in the California Army National Guard and worked for the Department of Defense before joining the State Department in 1980. He was ambassador to Chad and deputy chief of mission in Havana, Conakry and The Vatican. He also served in Port-au-Prince, N'Djamena and Nassau. After retiring from the Foreign Service in 2010, he worked in the Bureau of Political-Military Affairs.

Alice Marie Weaver, 70, a retired Foreign Service office management specialist, died Feb. 21 of natural causes in Phoenix, Ariz. She joined the Department in 1969 and was posted to the Dominican Republic, Thailand, Pakistan, Guatemala, Mexico, Nigeria, Korea, People's Republic of the Congo, the Netherlands, Yugoslavia and Paraguay. After retiring to Phoenix in 1997, she volunteered at the Arizona Humane Society and the Area Center for Aging.

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary, please contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114. ■

End State

Ukraine

The spires of St. Andrew's Church rise gracefully above residential buildings on Andriyivskyy Hill in Kyiv. The church was built from 1747 to 1754 as part of the summer palace complex for Empress of Russia Elizaveta Petrovna.

Photo by Matt Shalvatis

PG. 5



Zimbabwe

A group of children sit on the step of their house in the Epworth neighborhood of Harare, Zimbabwe. The bustling community is home to the Balancing Rocks, a well-known geological formation that is featured on the country's one dollar bank note.

Photo by Kate Holt /IRIN

PG. 10



DRC

A tiger swims in its enclosure at the Lubumbashi Zoo, in the Democratic Republic of the Congo. With a population of approximately 1.5 million, Lubumbashi is the DRC's second-largest city and serves as a major commerce hub in the southern part of the country.

Photo by Ricardo Cabrera Letelier

PG. 10



Suriname

A vendor offers a colorful assortment of fresh produce for sale at a street market in Paramaribo. Suriname's capital city is the country's primary economic center thanks to its population size and proximity to the Atlantic Ocean. Paramaribo's primary exports include gold, bauxite, sugar cane, rice, cacao, coffee, rum, and tropical woods.

Photo by Jeremy Seto

PG. 8



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Bring your children ages 9-15 to Take Your Child to Work Day on April 25! The day will be filled with fun and learning activities. Registration details will be released in a coming Department Notice.